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**FACTORS INFLUENCING EMPLOYEE
ENGAGEMENT IN COSMOPOINT SDN BHD**

NUR HAZWANI BINTI MANSOR



UUM
Universiti Utara Malaysia

**MASTER OF SCIENCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA**

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FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN COSMOPOINT SDN BHD



By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirement for the Master of Science in Management**



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ABSTRACT

The objective of this study was to examine the relationship between employee communication, leadership, reward and recognition and employee engagement in Cosmopoint Sdn Bhd. Neo Charismatic Theory was utilized in developing the research framework. A total of 100 employees from Cosmopoint Sdn. Bhd., representing a response rate of 38% participated in this study. Data were collected through self-administered questionnaire. Three hypotheses were tested using SPSS version 25. The findings indicated that employee communication were significantly related to employee engagement while leadership and reward & recognition has shown insignificant result. Theoretical and practical implications of the study as well as suggestions for future research were discussed.

Keywords: Employee engagement, employee communication, leadership and reward & recognition



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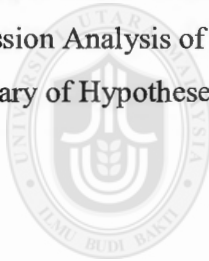
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CHAPTER 1

INTRODUCTION

1.1 Introduction

This study focuses on the assessment of factors influencing employee engagement in Cosmopoint Sdn. Bhd. In this section, the background of the study was explored, problem statement, research questions and objectives, scope of study and significance of the study were discussed.

1.2 Background of the Study

In recent years, there has been an explosion of research activity and a high degree of engagement among researchers and scholars. Organizational issues received an increasing attention since it appears that sustainable organizations that making a positive contribution to various aspects of society, including economic, environmental, and social (human) dimensions. (Kim, Han, & Park, 2019).

Employee engagement is part of the human resource practice that a business organization may use as an approach to address uncertainty in a turbulent industrial environment and to enhance workers' skills and capabilities. However, many organizations often ignore the impact it has on the overall success of the business and its people. In fact, many studies by scholars have agreed that highly experienced workers could transform the companies, increase productivity and innovation and encourage better collaboration in an increasingly competitive marketplace, globalization, unpredictable economic climate, constant demand for change and the battle for talent Organizations face great challenges in pursuing their business success. (Aninkan & Oyewole, 2014).

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Research Title:

Factor Influencing Employee Engagement in Cosmopoint Sdn. Bhd.

Dear Sir/Madam,

The purpose of the research is to study on the factors that influence to the employee engagement in organization. This questionnaire is prepared to complete above research to fulfil the requirement of thesis.

This questionnaire is divided into five (5) sections. Section A is about the personal information of the respondent. Section B is about employee engagement, section C is employee communication, section D is leadership and section E is about rewards and recognitions. Please read the question carefully before you answer it. I would very please if you can answer the questionnaire as honestly as possible. There is no wrong and right answer. For your information, all of the answer will be kept private and confidential. The data obtained will be used for academic purposes only.

Thank you for your time in answering this questionnaire and your cooperation is highly appreciated. Please do not hesitate to contact me at 012-5144096 if you require additional information.

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SECTION A

RESPONDENT BACKGROUND / LATARBELAKANG RESPONDEN

Questions below are about your background. Please tick (✓) in the appropriate box.

Soalan-soalan di bawah adalah mengenai latarbelakang anda. Sila tandakan (✓) di kotak yang berkenaan

1. Gender / Jantina

☐

Male / Lelaki

☐

Female / Perempuan

2. Race / Bangsa

☐

Malay / Melayu

☐

Indian / India

☐

Chinese / Cina

☐

Others / Lain-lain

3. Age / Umur

☐

Below 25 years old / Bawah 25 tahun

☐

46 to 55 years old / 46 hingga 55 tahun

☐

26 to 35 years old / 26 hingga 35 tahun

☐

56 years old and above / 56 tahun ke atas

☐

36 to 45 years old / 36 hingga 45 tahun

4. Highest Academic Qualifications / Pendidikan Tertinggi

☐

Secondary / Sekolah Menengah

☐

Master / Sarjana

☐

Diploma / Diploma

☐

PHD / Doktor Falsafah

☐

Degree / Sarjana Muda

5. Job Category / Kategori Pekerjaan

☐

Non-Executive / Bukan Eksekutif

☐

Executive / Eksekutif

☐

Management / Pengurusan

☐

Lecturer / Pensyarah

6. Department

<input type="checkbox"/>	Administration / <i>Pentadbiran</i>
<input type="checkbox"/>	Finance / <i>Kewangan</i>
<input type="checkbox"/>	Human Resource / <i>Sumber Manusia</i>
<input type="checkbox"/>	Registrar Office / <i>Pejabat Pendaftar</i>

<input type="checkbox"/>	Chancellery / <i>Canselori</i>
<input type="checkbox"/>	Academic / <i>Akademik</i>
<input type="checkbox"/>	Others / <i>Lain - lain</i>

7. Length of Service with Company / *Tempoh Perkhidmatan Dengan Syarikat ini*

<input type="checkbox"/>	Below 2 years / <i>kurang 2 tahun</i>
<input type="checkbox"/>	3 to 5 years / <i>3 hingga 5 tahun</i>

<input type="checkbox"/>	6 to 8 years / <i>6 hingga 8 tahun</i>
<input type="checkbox"/>	more than 9 years / <i>lebih 9 tahun</i>



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SECTION B: EMPLOYEE ENGAGEMENT

Please read each following statement and rate them based on how much you agree with the statement.

Sila baca setiap ayat dengan teliti. Nyatakan samada anda setuju ataupun tidak dengan ayat tersebut.

1	2	3	4	5	6
Strongly disagree / Sangat tidak bersetuju	Disagree / Tidak Bersetuju	Slightly Disagree / Agak tidak bersetuju	Slightly Agree / Agak bersetuju	Agree / Setuju	Strongly Agree / Sangat bersetuju

		1	2	3	4	5	6
1.	Time passes quickly when I perform my job. <i>Masa berlalu begitu pantas apabila saya menjalankan tugas.</i>						
2.	I often think about other things when performing my job. <i>Saya selalu memikirkan tentang perkara lain semasa menjalankan tugas.</i>						
3.	I am rarely distracted when performing my job. <i>Saya jarang diganggu apabila menjalankan tugas.</i>						
4.	My own feelings are affected by how well I perform my job. <i>Perasaan saya mempengaruhi prestasi tugas saya.</i>						
5.	I really put my heart into my job. <i>Saya melakukan tugas sepenuh hati saya.</i>						
6.	I get excited when I perform well in my job. <i>Saya sangat teruja apabila telah menjalankan tugas dengan baik.</i>						
7.	I stay until the job is done. <i>Saya akan tunggu hingga tugas saya selesai.</i>						
8.	I exert a lot energy performing my job. <i>Saya berusaha sepenuhnya ketika menjalankan tugas.</i>						
9.	I avoid working overtime whenever possible. <i>Saya mengelak dari membuat kerja lebih masa sekiranya diperlukan.</i>						
10.	I avoid working too hard. <i>Saya mengelak bekerja terlalu keras.</i>						

SECTION C: EMPLOYEE COMMUNICATION

Please read each following statement and rate them based on how much you agree with the statement.

Sila baca setiap ayat dengan teliti. Nyatakan samada anda setuju ataupun tidak dengan ayat tersebut.

1	2	3	4	5	6
Strongly disagree / Sangat tidak bersetuju	Disagree / Tidak Bersetuju	Slightly Disagree / Agak tidak bersetuju	Slightly Agree / Agak bersetuju	Agree / Setuju	Strongly Agree / Sangat bersetuju

		1	2	3	4	5	6
1.	Communication in my company is usually open and forthright. <i>Komunikasi dalam syarikat saya biasanya terbuka dan berterus-terang.</i>						
2.	My supervisor does a good job of communicating information to all. <i>Penyelia saya menjalankan tugas yang baik dalam menyampaikan maklumat kepada semua.</i>						
3.	I am kept well informed about what the company is doing. <i>Saya dimaklumkan tentang apa yang berlaku di dalam syarikat.</i>						
4.	I am able to speak up and challenge the way things are done in the company. <i>Saya boleh bersuara dan menyoal perkara-perkara yang dilakukan di syarikat saya.</i>						
5.	Management encourages employee suggestions. <i>Pihak pengurusan menggalakan pekerja memberi cadangan.</i>						
6.	I often get news often from grapevine. <i>Saya sering mendapat berita menerusi khabar-khabar angin terlebih dahulu dibandingkan sumber-sumber yang rasmi.</i>						

SECTION D: LEADERSHIP / KEPIMPINAN

Please read each following statement and rate them based on how much you agree with the statement.

Sila baca setiap ayat dengan teliti. Nyatakan samada anda setuju ataupun tidak dengan ayat tersebut.

1	2	3	4	5	6
Strongly disagree / Sangat tidak bersetuju	Disagree / Tidak Bersetuju	Slightly Disagree / Agak tidak bersetuju	Slightly Agree / Agak bersetuju	Agree / Setuju	Strongly Agree / Sangat bersetuju

		1	2	3	4	5	6
1.	My leader treats each subordinate as an individual with different needs, abilities and aspirations. <i>Ketua saya melayani setiap pekerja bawahan sebagai seorang individu dengan keperluan, keupayaan dan aspirasi yang berbeza</i>						
2.	My leader talk about the importance mutual trust among members. <i>Ketua saya menekankan tentang pentingnya kepercayaan diantara rakan sekerja.</i>						
3.	My leader talk with conviction about his/her value and ideals <i>Ketua saya bercakap dengan penuh yakin tentang nilai dan matlamat diri</i>						
4.	My leader make personal sacrifices and goes beyond self-interest for the benefit of organization <i>Ketua saya membelakangkan kepentingan diri demi kepentingan organisasi dan pekerja</i>						
5.	My leader provides me with assistance in exchange of my effort <i>Ketua saya sering memberi bantuan dalam setiap usaha saya</i>						
6.	My leader express satisfaction when I meet expectation <i>Ketua saya menyatakan kepuasan apabila saya memenuhi jangkaan</i>						
7.	My leader spend time on teaching and coaching <i>Ketua saya meluangkan masa untuk melatih dan mengajar</i>						

		1	2	3	4	5	6
8.	My leader express confidence that goals will be achieved <i>Ketua saya menyatakan keyakinan bahawa matlamat akan dicapai</i>						
9.	My leaders heightens my desire to succeed <i>Ketua saya meningkatkan keinginan saya untuk berjaya</i>						
10.	My leader increase my willingness to try harder <i>Ketua saya meningkatkan kesediaan saya untuk bekerja lebih keras</i>						



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SECTION E: REWARDS & RECOGNITION / GANJARAN & PENGIKTIRAFAN

Please read each following statement and rate them based on how much you agree with the statement.

Sila baca setiap ayat dengan teliti. Nyatakan samada anda setuju ataupun tidak dengan ayat tersebut.

1	2	3	4	5	6
Strongly disagree / Sangat tidak bersetuju	Disagree / Tidak Bersetuju	Slightly Disagree / Agak tidak bersetuju	Slightly Agree / Agak bersetuju	Agree / Setuju	Strongly Agree / Sangat bersetuju

		1	2	3	4	5	6
1.	My success is recognized by my supervisor. <i>Kejayaan saya adalah diiktiraf oleh penyelia saya.</i>						
2.	An outstanding performer will be recognized and rewarded by the company. <i>Pekerja yang menunjukkan prestasi yang cemerlang akan diiktiraf dan diberi ganjaran oleh syarikat saya.</i>						
3.	I did received recognition or praise for doing good work. <i>Saya menerima pengiktirafan atau pujian apabila melaksanakan tugas yang baik.</i>						
4.	Job promotion in my company is fair and objective. <i>Kenaikan pangkat di syarikat saya adalah adil dan objektif.</i>						
5.	I feel that I am fairly paid for the work that I do. <i>Saya rasa saya dibayar gaji yang setimpal dengan kerja saya.</i>						
6.	A good employee benefits plan is the reason employees stay in my company. <i>Pelan faedah pekerja yang baik merupakan faktor pekerja masih bekerja di syarikat saya.</i>						

Thank you

Terima Kasih

Output Table

Frequencies

		Statistics						
		Gen- der	Race	Age	Highest Academic Qualifications	Job Cate- gory	Depart- ment	Length of Service
N	Valid	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0
Mean		1.5100	1.2700	2.7000	2.7000	2.2700	2.7900	2.7300
Median		2.0000	1.0000	3.0000	3.0000	2.0000	2.0000	3.0000
Std. Deviation		.50242	.70861	.95874	1.15032	1.00358	2.09518	1.26215
Variance		.252	.502	.919	1.323	1.007	4.390	1.593
Skewness		-.041	2.861	.849	.288	.349	.681	.496
Std. Error of Skewness		.241	.241	.241	.241	.241	.241	.241

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	49	49.0	49.0	49.0
	Female	51	51.0	51.0	100.0
	Total	100	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	84	84.0	84.0	84.0
	Chinese	9	9.0	9.0	93.0
	Indian	3	3.0	3.0	96.0
	Others	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years old	7	7.0	7.0	7.0
	26 to 35 years old	38	38.0	38.0	45.0
	36 to 45 years old	36	36.0	36.0	81.0
	46 to 55 years old	18	18.0	18.0	99.0
	7.00	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Highest Academic Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	19	19.0	19.0	19.0
	Diploma	21	21.0	21.0	40.0
	Degree	35	35.0	35.0	75.0
	Master	23	23.0	23.0	98.0
	PHD	1	1.0	1.0	99.0
	7.00	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Job Category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non-Executive	25	25.0	25.0	25.0
	Executive	38	38.0	38.0	63.0
	Management	22	22.0	22.0	85.0
	Lecturer	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration	46	46.0	46.0	46.0
	Finance	16	16.0	16.0	62.0
	Human Resouce	3	3.0	3.0	65.0
	Chancellery	2	2.0	2.0	67.0
	Academic	19	19.0	19.0	86.0
	Registrar Office	9	9.0	9.0	95.0
	Others	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 2 years	21	21.0	21.0	21.0
	3 to 5 years	21	21.0	21.0	42.0
	6 to 8 years	28	28.0	28.0	70.0
	more than 9 years	28	28.0	28.0	98.0
	7.00	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
EmployeeEngagement	100	100.0%	0	0.0%	100	100.0%

Descriptives

		Statistic	Std. Error
EmployeeEngagement	Mean	4.4270	.05419
	95% Confidence Interval for Mean	Lower Bound	4.3195
		Upper Bound	4.5345
	5% Trimmed Mean	4.4189	
	Median	4.4000	
	Variance	.294	
	Std. Deviation	.54195	
	Minimum	2.60	
	Maximum	6.00	
	Range	3.40	
	Interquartile Range	.60	
	Skewness	.147	.241
	Kurtosis	1.676	.478

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EmployeeEngagement	.097	100	.021	.969	100	.018

a. Lilliefors Significance Correction

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
EmployeeCommunication	100	100.0%	0	0.0%	100	100.0%

Descriptives

		Statistic	Std. Error
EmployeeCommunication	Mean	4.2133	.09733
	95% Confidence Interval for Mean	Lower Bound	4.0202
		Upper Bound	4.4065
	5% Trimmed Mean	4.2519	
	Median	4.3333	
	Variance	.947	
	Std. Deviation	.97329	
	Minimum	1.00	
	Maximum	6.00	
	Range	5.00	
	Interquartile Range	1.17	
	Skewness	-.700	.241
	Kurtosis	.922	.478

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EmployeeCommunication	.106	100	.008	.956	100	.002

a. Lilliefors Significance Correction

Case Processing Summary

Cases					
Valid		Missing		Total	
N	Percent	N	Percent	N	Percent
100	100.0%	0	0.0%	100	100.0%

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Leadership	.134	100	.000	.912	100	.000

a. Lilliefors Significance Correction

Descriptive

		Statistic	Std. Error
Leadership	Mean	4.3240	.11258
	95% Confidence Interval for Mean	Lower Bound	4.1006
		Upper Bound	4.5474
	5% Trimmed Mean	4.3278	
	Median	4.3000	
	Variance	1.287	
	Std. Deviation	1.12583	
	Minimum	1.50	
	Maximum	9.80	
	Range	8.30	
	Interquartile Range	1.18	
	Skewness	.566	.241
	Kurtosis	5.128	.478

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
RewardRecognition	100	100.0%	0	0.0%	100	100.0%

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RewardRecognition	.089	100	.049	.976	100	.070

a. Lilliefors Significance Correction

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Al- pha	Cronbach's Al- pha Based on Standardized Items	N of Items
.773	.768	4

Inter-Item Correlation Matrix

	EmployeeCom- munication	Leadership	RewardRecog- nition	EmployeeEn- gagement
EmployeeCommunication	1.000	.550	.611	.368
Leadership	.550	1.000	.645	.275
RewardRecognition	.611	.645	1.000	.266
EmployeeEngagement	.368	.275	.266	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.452	.266	.645	.380	2.430	.026	4

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.378 ^a	.143	.116	.50945	.143	5.344	3	96	.002

a. Predictors: (Constant), RewardRecognition, EmployeeCommunication, Leadership

b. Dependent Variable: EmployeeEngagement

Descriptive Statistics

	Mean	Std. Deviation	N
EmployeeEngagement	4.4270	.54195	100
EmployeeCommunication	4.2133	.97329	100
Leadership	4.3240	1.12583	100
RewardRecognition	3.7617	1.19512	100

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EmployeeCommunication	12.5127	5.406	.666	.450	.670
Leadership	12.4020	4.823	.663	.458	.670
RewardRecognition	12.9643	4.437	.696	.511	.652
EmployeeEngagement	12.2990	8.006	.348	.143	.817

Correlations

		EmployeeEngag ement	EmployeeComm unication	Leadership	RewardRecogniti on
EmployeeEngagement	Pearson Correlation	1	.368**	.275**	.266**
	Sig. (2-tailed)		.000	.006	.008
	N	100	100	100	100
EmployeeCommunication	Pearson Correlation	.368**	1	.550**	.611**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Leadership	Pearson Correlation	.275**	.550**	1	.645**
	Sig. (2-tailed)	.006	.000		.000
	N	100	100	100	100
RewardRecognition	Pearson Correlation	.266**	.611**	.645**	1
	Sig. (2-tailed)	.008	.000	.000	
	N	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

b. Dependent Variable: EmployeeEngagement



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